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Approved For Release 2004/05/13 : CIA-RDP91M00696R000500050003-4  
THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

Intelligence Community Staff

NFIB-D-22.1/53

29 OCT 1976

MEMORANDUM FOR THE NATIONAL FOREIGN INTELLIGENCE BOARD

FROM:

[Redacted]  
Deputy to the DCI for the Intelligence  
Community

STAT

SUBJECT: Key Intelligence Questions for FY 77

1. The DCI Key Intelligence Questions for Fiscal Year 1977 are attached for your review. These KIQs are a part of the Intelligence Community Planning System described in my memorandum of 25 August 1976. Other documents in this system will be forwarded to the Board as they are completed.

2. The purpose and content of the KIQs are quite different from that of the past. We have consciously avoided the temptation to produce a broad, general set of KIQs covering the global environment. Indeed, you will note that the number of KIQs is quite small and that they concentrate on known policy needs without altering the relative collection or production priorities of the subjects. A topic which fails to appear as a KIQ should not be construed as having lesser priority than one that does appear. Rather, many subjects of known policy concern are absent from the KIQs simply because adequate attention is currently being focused on them under other guidance. The KIQ selection process is designed to stimulate performance in those areas where improvements are both required and feasible.

3. I invite your specific attention to the fact that the KIQs will be evaluated as a regular part of the IC Staff's performance assessment program. The NIOs, in collaboration with the IC Staff, will produce strategy reports which will form the basis for these evaluations.

4. The Director has reviewed the KIQs and would

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welcome your comments, bearing in mind the objective of keeping them limited to a relatively short list of succinct questions.



Admiral, USN

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Attachment  
As stated

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## KEY INTELLIGENCE QUESTIONS FOR FY 1977

### INTRODUCTION

The Key Intelligence Questions for Fiscal Year 1977, issued by the Director of Central Intelligence pursuant to his responsibilities under Executive Order 11905, represent a departure from past practice dictated by experience. The new list is short and highly selective, the questions having been chosen not only because of their importance to national consumers, but also because a real need for action by the Intelligence Community exists. The KIQs represent the DCI's guidance to all Intelligence Community collection and production managers on these selected subjects.

The Key Intelligence Questions continue to be formulated by the National Intelligence Officers. The primary purpose of the KIQs is to improve intelligence production and collection by providing a highly selective list of current, critical questions for a period of special operational attention. The purposeful limitation on the number of questions and their high degree of focus required that difficult choices be made from the many current high priority areas and questions. This required that certain issues or problems, although very important, be excluded. If a problem were considered likely to pass before a strategy for solving it could be devised, it was excluded. Also excluded were key problems of a critical nature which currently receive substantial and ongoing attention and which were not considered to require or lend themselves to Community action beyond that already underway. Examples are SAL and verification, as well as individual current weapon systems. Thus, the KIQs are a managerial device for focusing attention and increased effort on a small number of issues without altering the broader set of intelligence priorities.

The National Intelligence Officers, in collaboration with representatives of the NFIB agencies and with the advice of the Intelligence Community Staff and others as

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appropriate, will produce KIQ strategy reports aimed at developing special collection and analytical strategies to enhance the information gain and improve the analyses in each KIQ area of concern.

The performance of the Intelligence Community on the KIQs will initially be evaluated by the appropriate NIO to assess the effectiveness of the actions taken. Further evaluations will be undertaken as part of a regular Intelligence Community Staff program which assesses the timeliness and quality of the intelligence products in terms of the requirements of major users.

The KIQs and their performance evaluations cannot provide systematic inputs for resource allocation decisions by program managers due to their limited number, specificity, and emphasis on current operations. However, they can provide valuable insights for programming and planning. It is important to note that the KIQs do not derive their priorities from those appearing in the attachment to DCID 1/2, "U.S. Foreign Intelligence Priorities for Fiscal Years 1977-1981." Broad national intelligence planning priorities are based on a perspective of the foreign environment for the planning period and not on current operational needs.

Additions, deletions, or modifications to the Key Intelligence Questions may be issued from time to time during FY 77, depending on major changes in the international situation or if the foreign intelligence environment should dictate. The order in which the FY 77 questions are listed should not be regarded as implying an internal priority: by definition all the Key Intelligence Questions are of major importance, and are singled out for special operational attention.

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#### The KIQs



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*TO IC Staff*

28 OCT 1976

Executive Registry

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NOTE FOR: Mr. Bush

Attached for your review are the FY-77 KIQs which have been developed in cooperation with the NIOs. We've intentionally shortened them this year in order to emphasize specific topics which we feel have not received adequate attention. The KIQs are also intended to stimulate action in certain areas where performance improvement is both necessary and feasible.

With your approval, I'll forward the KIQs to the NFIB according to the attached memorandum.



*Approval*

*GB*  
*11/2/76*

*to transmit*  
*PP/AB*

*DCI*

**ACTION**